



Department of Energy
Washington, DC 20585

December 3, 2002

MEMORANDUM TO DIRECTIVES POINTS OF CONTACT
FIELD MANAGEMENT COUNCIL POINTS OF CONTACT
CHIEF OPERATING OFFICERS

FROM: BRUCE M. CARNES
DIRECTOR, OFFICE OF MANAGEMENT, BUDGET AND
EVALUATION/CHIEF FINANCIAL OFFICER

SUBJECT: Improvements to the Directives Process

The Department of Energy Management Council established a Directives Review Group earlier this year composed of representatives from various organizations to review the Department's directives process. The Group's efforts were focused on identifying barriers to the timely issuance of Directives and to developing improvements. The Group's recommendations were to:

- Reduce the three separate (two Field Management Council (FMC) and one REVCOM) review and approval processes to one;
- Consolidate comments at the Assistant Secretarial organizational level;
- Establish controls to enforce time constraints; and
- Establish processes for conflict resolution at the Assistant Secretary/Deputy Secretary levels.

The DOE Management Council and the Deputy Secretary have concurred with the recommendations. The Office of Management, Budget and Evaluation is responsible for implementation; therefore, I am directing that the following changes be made to the directives process for directives submitted after December 9, 2002:

- The development of a Directives Management Document (DMD) will no longer be required. Draft directives will go straight to REVCOM without FMC review of a DMD. Informal pre-coordination of directives is still encouraged to improve the quality of drafts and to reduce potential conflicts.
- Only comments approved by Secretarial Officer level will be forwarded to the Directive originators. This will ensure that: (1) comments originating in the Field are endorsed by Headquarters program management, and (2) the views of senior management are reflected. The REVCOM cover memo will reinforce the requirement for commentors to submit comments through the Directives Points of Contact in accordance with the LPSO concept. Programming changes will be made to the REVCOM system to facilitate and enhance compliance with the LPSO commenting process.

- The opportunity for commenting organizations to concur in REVCOM on originating offices' proposed resolution of issues will be limited to 10 working days.
- Unresolved issues will be quickly brought to the attention of senior program management (Deputy Assistant Secretary or Assistant Secretary level Headquarters officials). If resolution cannot be swiftly achieved at the Program level, the issue will be raised to the Deputy Secretary in a decision memorandum, prepared by my office in conjunction with the management of the commenting and originating organizations.
- Subsequent to the resolution of all issues, a redline/strikeout version of the Directive will be posted on REVCOM for 5 days to allow interested parties to see the cumulative effect of changes produced during the review.
- Once the REVCOM process is complete, the directive will be forwarded to the Deputy Secretary for approval without a final FMC review.

The Directives Team will elaborate on these changes in a series of conference calls and correspondence. I am confident that these changes will lead to more efficient directives processing.

On a related note, I have begun a pilot test of a method for ensuring the currency of Directives under my cognizance. I have asked all of my direct reports to certify to me that their Directives are both current and still necessary. We have begun placing a statement on the first page of our directives with a date and my name certifying the directive as "current and necessary." After evaluation of the pilot and discussions with the Directives community, it is our goal to institute this certification process Department-wide.